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DD/S&amp;T S73-66

**MEMORANDUM FOR:** Executive Director-Comptroller  
**SUBJECT:** Management  
**REFERENCE:** Memo for DD/S&T from Ex. Dir.-Comp.,  
 dated 4 February 1966

1. As you know the responsibilities of the Science and Technology Directorate embrace a broad spectrum of complex scientific and technological collection and production activities. The complexity of our programs requires the application of a variety of management techniques if I am to be assured that complete and accurate information is exchanged among key Directorate officers in order that decisions, guidance and policy can be applied in an effective and timely manner.
2. This Directorate in comparison to the others of the Agency is young and its missions relatively unique. Consequently, its management processes and practices are being developed and implemented to serve its own needs in the best interests of the CIA. Management tools such as computer-based reporting and systems analysis are valuable and are being applied with varying degrees of success and modification wherever possible in this Directorate. However, I am in complete agreement with you and the Director that management of the activities of this Directorate requires my continuous and daily personal involvement.
3. I remain abreast of Directorate activities through daily morning meetings with my key line and staff officials. Before these officers meet with me each morning, they have in turn been briefed by their own senior officers. This provides an informal and oral vertical communication and reporting system which is remarkably effective in keeping the various levels of management within the Directorate informed of current problems and accomplishments.

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4. Another traditional technique of information gathering which is valuable is a monthly activities report which I receive from each Office. This report summarizes all important travel, meetings, briefings, contacts with contractor, significant progress or problems in research and development, publications produced, and the like, for the Office of the Directorate. This is supplemented, as necessary, as a matter of standard operating procedure, by memoranda from and meetings with key personnel on important items of business.

5. Within the research and development activity, which represents about 65 per cent of our current operating budget, I implemented a Directorate-wide review program several years ago. This involves program/critique sessions, which are held quarterly for the purpose of discussing each project underway in the Directorate. During these reviews detailed briefings are given me by Office Directors and their officers who are responsible for each project. Progress and problems are fully analyzed and follow-up actions decided upon and monitored from the Directorate level. These program reviews are now organized in accordance with our new DD/S&T planning categories, subcategories, and elements, which enables us to relate and coordinate intra-Directorate interests more effectively and to keep our activities more closely aligned with established objectives.

6. Each external contract proposal is subjected to a thorough review process at both the Office and Directorate level to insure that the proposed contract focuses upon an existing requirement, that it can best be done in the proposed manner, and that it has been properly and sufficiently coordinated within and outside CIA to avoid unnecessary duplication of effort. As a further control, contractor activities are periodically reviewed by the DD/S&T project officers.

7. In connection with our external contracts, the Directorate is currently experimenting with a computer-based reporting system which will provide a monthly summary of the current status of all DD/S&T contract actions and projects. Our initial success with this effort supports our belief that this system will provide a valuable management tool to improve contract control and management. The flexibility of the system insures that all contract changes and modifications can be readily accepted within the system and presented in the monthly read-out.

**SECRET**

3. In the area of scientific intelligence production activities--both in CSI and FMSAC--I rely heavily on my morning meetings and their own official publications to keep current on new information and analyses and to provide guidance concerning areas of analysis, research and reporting which deserve increasing or decreasing emphasis. I am briefed in detail by CSI and FMSAC personnel on the results of their analyses in support of national estimates, prior to UNID consideration of these papers. My staff and I review all scientific intelligence reporting, both within the Agency and outside, so as to maintain currency on the intelligence picture. I am regularly briefed on CSI's and FMSAC's proposed production programs, and thus have continuing opportunity to provide direction to the effort.

4. DED/SET technical responsibilities in reconnaissance are carried out through the Office of Special Activities and the Office of Special Projects and are closely coordinated with Mr. Sheldon, who, as you know, in addition to being the Agency Director of Reconnaissance, also acts as my Special Assistant. I keep fully informed on these activities through the daily meetings and frequent discussions with the Directors of OSA and OSP and with Mr. Sheldon.

10. Although I am confident that the programs, projects and progress of this Directorate receive my continual and personal attention, I recognize that as the Directorate assumes new responsibilities and its activities become more complex greater application of scientific and technical management tools will be necessary.

11. Within the framework of the classical subdivisions or elements of a viable management system (i.e., planning, organization, control, and communications), there is opportunity in this Directorate, as in most large organizations, for improvement. This improvement involves primarily the application of a "closed-loop" management reporting and control system to each of these management increments in order to assure that each operates in harmony and consistency with the other three. In the absence of sudden changes in areas of intelligence interest of the U. S. Government, the implementation of projects should have a reasonable relationship to the planning increment. The monitoring of project accomplishment and the measurement of results are areas in which some of the more advanced technical management tools should be applied within this Directorate. The information required to ensure that decisions are made and that they are made at the right time must be available on a continuous basis.

SECRET

12. I have instructed my principal staff officers to devote their efforts to systematizing the availability of management information at the Directorate level and improving the central system to aid me in my review and decision-making responsibilities. I anticipate during the coming year that significant advances will be made in this area.

[Redacted]

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ALBERT D. WHEELON  
Deputy Director  
for  
Science and Technology

25X1 EO/DD/S&T: [Redacted] (19 Feb 66)

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